



June 30, 2016

FY 17, 1st Quarter

It is the mission of the ICI to enhance public safety and successful offender reentry to society by providing vocational training to offenders in which they obtain valuable job skills and experience while producing quality products and services, and doing so at no cost to the taxpayers of the State of Illinois...

**WHAT ARE YOU DOING TO HELP US REACH OUR MISSION?!**

**“Culture: the norms of group behavior and the shared values that keep those norms relevant...” John Kotter, Forbes**



## Developing a Business Culture Conducive to the Positive Relational Marketing of ICI

Have you ever heard the common phrase “In today’s Business Culture”? What does that mean and why is it important and relevant to ICI? **Simply stated by Jeremy Bloom, author of *Fueled by Failure*, your core values and how you want to weave them into your team, become your business’s DNA.**

Business Culture DNA is a reflection of who we are as a company, an employee...even when you think no one is watching. How can we apply this excerpt to Illinois Correctional Industries (ICI) today?

who we are. They need to see a reflection of our business culture focused on the following shared strategic values: **REENTRY, SAFETY, PARTNERSHIPS, and PEOPLE.** How can these four simple, yet necessary words, contribute to creating a positive corporate marketing image of Illinois Correctional Industries and what role do we play in this effort on a daily basis?



You’ve heard it said, “You never get a second chance to make a first impression.” What kind of first impression does ICI leave with its customers? How we act on the job and interact with the public are direct reflections of our business culture. How can ICI do better as individuals and as a program on a daily and weekly basis?

To be successful in marketing our product and program, we need our customers, our peers, and taxpayers to clearly understand

**REENTRY**, recognize how motivating it can be to our customers to support an organization that is not only providing quality products and services, but also vocational training to offenders to create successful reentry. Our products and services yield more than clean hands and neat furniture, but also an opportunity to support Illinois as it seeks to lower the amount of offenders housed in our correctional facilities. Furthermore, our training helps to improve

*(Continued on page 2)*

## Developing a Business Culture , continued

(Continued from page 1)

**SAFETY** within the facilities by assisting IDOC to create a safer work environment for our correctional officers and other facility staff.

**PARTNERSHIPS** that we have created with IDOC have allowed our organization to stay afloat. We can mirror that relationship as we continue to further our partnerships and find the same degree of trust and satisfaction from our other customers and vendors. Having lasting relationships with them will ensure our organization's success in the future.

**PEOPLE** make this organization successful. The people of our ICI team, the people who make up the offender workforce, the employees of IDOC, and of course the people we have the privilege of selling to. Remembering the different people who we work with and how they are just like you or I will ensure that we treat them with the same respect that we would hope for ourselves.

Though we are already self-sufficient and making a difference in our offender workforce's

**Remember: What works in the beginning of an organization can become less effective as we grow!**



lives, we want to continue this trend and remain focused on becoming a national leader in corrections based industry programs. Incorporating our values into our daily lives will help us achieve this goal.

Additionally, Mr. Bloom advocates for **TRANSPARENCY** and for all employees to feel as though they can identify with the thinking, strategies, and responsibilities of an organization, in order that we may share ideas and feedback no matter who we are on the team. If you have thoughts for future endeavors or a different way to approach an issue that continues to arise in your shop, we encourage you to approach your manager and voice your opinion!

Having the comfortability to give feedback is an absolute necessity for both employees and customers. It is critical that we are **TALKING** to the customers to find out what they feel and think about our products and services. Having continuous discussions about what needs improvement creates an opportunity for our organization to grow and thrive. Employees need the same opportunity. ICI Managers must mingle with their staff and remove social barriers that create cliques and factions, which inhibit a culture of openness within the office. Managers, mingling with your staff and feeling out the pulse of your office or shop lets you see firsthand what type of culture is developing. It also helps build and develop individual relationships and group norms.

Finally, **EMPOWERMENT** and a **SENSE** of **FREEDOM**, according to Bloom, come from general guidelines and not from micromanaging. Each manager must set the boundaries for acceptable office behavior and have faith in their staff and their knowledge; you will find they will feel more connected and woven into the company's culture without a hovering supervisor. Give your staff all the tools they need to succeed, then step back and allow them to take on new tasks. Watch the organization gel together and become a more effective and efficient team. Once your team gels,

### Bloom's Cornerstones for SOLID BUSINESS CULTURE:

- **Transparency**
- **Empowerment**
- **Talking**
- **Sense of Freedom**

you will notice the positive effect it has on product quality, customer satisfaction, and productivity.

## Culture: THE PEOPLE

Susan Heathfield defines culture as “the environment that surrounds us at work all the time,” in her book, *Culture: Your Environment for People at Work*. She also says culture is especially “influenced by the ...organization’s executives and other managerial staff because of their role in decision making and strategic direction.” As a shop supervisor, superintendent, or manager **you** define how your employees interact and collaborate, make decisions, and what daily work practices are acceptable. Along with these, **you** define how marketable Illinois Correctional Industries is to our customers, employees, and other stakeholders. Heathfield utilizes Professor Ken Thompson from the University of Nebraska, and his central concepts about culture and the most applicable are summarized in the following few words: **Culture equates behavior, culture is learned through interaction, and culture is negotiated.**

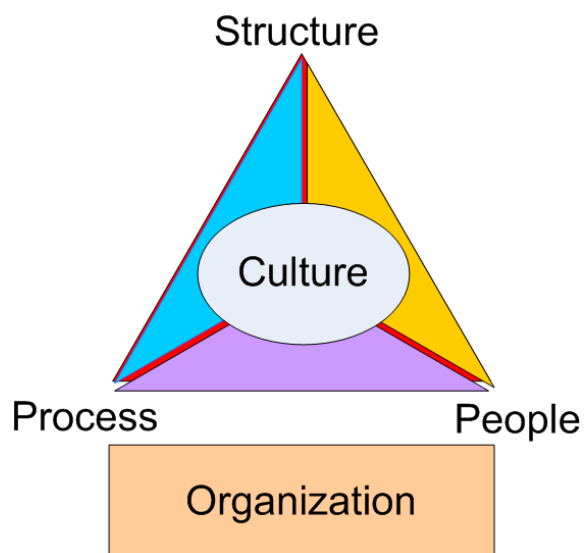
Building upon the idea that **culture equates behavior**, our team needs to recognize that our daily interactions have a huge stake in creating our organization’s culture. As individuals within our agency, we establish what is acceptable and how we are viewed by all those outside of our immediate team; our customers, our fellow state agencies, etc. It is our individual responsibility to ensure that our daily actions display our work ethic and show our desire to serve our community by lowering recidivism and providing a self-sufficient program that creates a safer society. “Tolerating poor performance,” according to Thompson’s concept, “impedes our team’s success.” Tolerating poor performance sets a negative image of ICI, which there-

by undermines our public image and diminishes our customer’s confidence in us.

Each member of our team needs to remember **culture is learned through interaction**. When a new employee, a newly gained customer, or an outside agency employee has an interaction with veteran employees, the elements of our culture are communicated and continued. As a team, we must remember that each new conversation is a reflection on our business image as Illinois Correctional Industries. Our ability to properly communicate our capabilities and meet the needs of our customers reflects upon our culture as a business and on our ability to achieve the status of being a national leader in the field of corrections based industry programs.

Though the pressure is on, find comfort in the fact that **culture is negotiated**. Professor Thompson reminds us that “one person cannot create a culture alone.” It is a process of give and take by *all members* of an organization. As an entire team we have formalized our strategic plan and measurements that make our team responsible as a whole. Are we giving it our best daily to move ICI’s culture forward? Are we demonstrating the right image to our shareholders?

One last thought, our individual roles, in addition to our team responsibilities become intertwined to help create a culture that is ultimately echoed by our ability to meet the needs of our customers and fellow employees. The key to a positive business culture and marketable business image is **you!**



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### **Working, Transforming, Succeeding**

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Recognize, as Nelson and Cohen of *Riding the Tiger: Leading Through Learning in Turbulent Times* point out, turbulence of any kind can affect an organization's culture. Remember to revisit our mission and values so we can communicate and reinforce them to our coworkers, our customers, and other agencies.

**"...Planning needs to be done before, during,  
and following turbulent times."**



**We are on the web!**  
<http://www.icicatalog.illinois.gov>

